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ABSTRACT

A study of women newspaper managers was conducted to learn how clear women are about the professional progress they hope to achieve and to find out what kinds of personal factors might be limiting their efforts. The 59 subjects, participants at management training sessions, were screened for qualifications, future aspirations, and past accomplishments. Most of the subjects were editorial managers with college degrees, in a mid-level management job which they had held for two years or less. Over half of the women were single, with 25% never having been married. In addition, 71% were childless. These latter demographics establish that for most women the affiliatory responsibilities of marriage and children were not diverting factors. Although 66% felt they had made sacrifices for the job, only 7% resented making them. Of the 77 individual sacrifices listed, most dealt with affiliatory needs or responsibilities, particularly failed or undeveloped relationships. Most stated their career goals in terms of the job they would like to be holding in five years, usually two levels above their current position, and their goals were seen in terms of individual achievement desired and not organizational needs. These results suggested that the women were aware of and willing to give almost total commitment to their jobs, and that while women managers may be setting goals, they are doing so modestly, and at the expense of personal social lives. (HTH)

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* A PANEL STUDY OF WOMEN NEWSPAPER MANAGERS: THEIR GOALS AND ACHIEVEMENT ORIENTATION

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*The author gratefully acknowledges the financial assistance for the research provided by the Gannett Foundation and the University of Colorado School of Journalism.

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ABSTRACT

*A Panel Study of Women Newspaper Managers:
Their Goals and Achievement Orientation

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This research reports on the first results from a three year longitudinal case study of 59 women newspaper managers from Colorado, Texas and North Carolina. The research explores the professional progress being made by the women as well as the personal factors that might be influencing their management success. Specifically, the study addresses the achievement orientation and goal setting abilities of a group of low to mid-level managers.

Two major conclusions are suggested by the study: (1) women are aware of and willing to give almost total commitment to the job, and (2) while women managers may be setting goals -- they are doing so in a vacuum. The women in the study generally report little or no time for family, friends or individual development, however, there is little resentment over such sacrifices with job demands seen as first priority. While women managers are ambitious and anxious to achieve their goals, they are modest in their predictions and seldom if ever articulate how their personal career plans might coincide with company or overall management desires.

Future research suggestions include a more sophisticated "grouping" of women managers based on operational definitions of success to determine typologies for predictive equations.

*The author gratefully acknowledges the financial assistance for research provided by the Gannett Foundation and the University of Colorado School of Journalism.

INTRODUCTION

During the past few years research on women in newspaper management has made commendable strides in documentation. The universe has been identified, described, and separated.[1] It is known that the numbers of women in newspaper management are: (1) growing but still disturbingly small and mainly clustered in the ranks of low to mid-level managers; (2) and that even controlling for such obvious variables as training, years of service, age and education it is difficult to explain the low numbers.

For instance, the American Newspaper Publisher's Association has estimated that some 38 percent of the American daily press workforce is women, yet only 4.5 percent are top level managers and some 11.5 percent are mid-level managers. Previous surveys have shown that men and women are similar in most characteristics concerning experience, educational training and years on the job.[2]

The preliminary case study reported here goes beyond the exercises of the past and attempts an indepth assessment and identification of the internal motivations of women who are already newspaper managers. The research addresses the concepts of achievement oriented thinking and goal setting in a group of women who are low to mid-level managers.

Specifically, the purposes of the research are to learn how clear women are about the professional progress they hope to make and to find out what kind(s) of personal factors might be limiting their efforts. While this study does not answer the question of "why" there are so few women in management positions, it does provide some valuable information about the women who are in place and who hope to make further contributions to the field. By understanding the backgrounds, preparation and hopes of such women as these, researchers eventually should be

able to put together a prediction equation of success that will be useful for those interested in increasing the numbers of women managers and providing a more heterogeneous mix in newspaper management.

REVIEW OF THE LITERATURE

Literature and research in the newspaper management field are limited, necessitating a reliance on the more general but related areas of business and sociology research. From a search of this allied field we might be expected to learn what kind(s) of individuals are most likely to become leaders or managers. The literature indicates the profile of an achievement oriented person is someone who is action oriented rather than an idle dreamer and someone who places great demands on herself.[3] Researchers say that, "if a man spends his time thinking about doing things better -- about building, creating and doing -- this is an achievement orientation." People who spend time thinking about family and friends have an "affiliation orientation." Although it is recognized that all persons engage in both types of thinking, most people lean more heavily one way than the other.[4]

This seems an important distinction, and while it is not possible to document which kind(s) of thinking people are doing, it is possible to learn if they at least are free to devote the maximum amount of time to the preliminary types of thinking required to meet stated job objectives. Some researchers have suggested that the dual demands of homemaking and career development have hindered the growth of women's careers. While it is not the purpose of this study to prove or disprove this theory, it is known that women who combine family and career do spend more time on home tasks than men in similar situations[5], and given this finding it would be reasonable to assume that women might

also have less time to devote to "achievement oriented" thinking than men.

In addition to time, the achievement oriented person must also have a "receptive family orientation," that is not too regulated.[6] If one looks at the current model of a newspaper manager, it is not hard to see why the upwardly mobile woman must have this receptive family orientation as well as time. A recent report on some top managers at Gannett, the largest newspaper group in the country, indicates they spend between 60-90 hours per week on the job.[7] While there are always examples to be found of men and women who have the stamina to give maximum attention to both home and career tasks, it would seem the "typical" potential manager would at least question his or her ability to give 60-90 hours to an outside job as well as 22-52 hours (minus eight hours per night sleeping) to family obligations.

Indeed, the reality of the price it takes to be in newspaper management may not have been lost on those who hold the jobs. National and regional studies indicate that women managers are much less likely to be married or parents than men, and the men who are married fathers are likely to have a spouse who does not work outside the home and is free to attend to family related chores and thinking.[8] This study looks at not only the current marital and motherhood state of women managers but how they regard the issue. That is, do they see the single unaffiliated lifestyle as a requirement for success in their managerial job? To be free from immediate affiliatory responsibilities would seem one way to ensure time for, "thinking, doing, creating, and building," toward work achievement. Therefore, an effort is made to find out if women have consciously made the choice to be single and childless in order to succeed in their management job.

Assuming the women under study have arranged for receptive "climates" for the right kind of thinking, the research reported here next examines whether or not the women are using the time to set goals for forward movement for themselves. While this seems an obvious chore for managers, researchers have learned it is difficult for many. "Some executives don't know what they want to do with their lives; some know what they want but not how to reach it; and still others know what they want and how to reach it but procrastinate."[9] This study will look at the ability of the women to articulate plans for at least five years in advance.

In addition, this study will look at how ambitious the goals of the women are. According to Laws, motivation to achieve is a "net function of expectancy and value." She adds that lowered aspiration is an adaptive response to structural or institutional discrimination rather than an expresssion of untrammeled preference.[10] Beach adds that, "if every man feels that upward mobility is possible, and if he sees that others just like him are achieving higher status, then he will be satisfied. But if a man has fierce ambition to rise, and the situation prevents him from doing so, then he will experience frustration and anxiety," and presumably a lower set of aspirations.[11] It would not be surprising then to expect that the women managers would have goals but they would be modest ones since they would be aware of the few women who have been able to rise to a management position in the industry. Such figures as Ogan's[12] which show that only two percent of all top newspaper managers are women indicate that the women in the study might indeed be justified in thinking, "I have done well for a woman," and not dare to hope for much more given the current situation.

THE METHOD

The case study approach was chosen because large preliminary descriptive research of newspaper managers has established not only demographics of the universe but suggested some provocative questions which cannot be answered adequately through survey research.[13] The purpose of this study is to begin an in-depth longitudinal analysis which should result in not only a better understanding of managers and newspaper management theory and practice, but also provide relevant variables for predictive research to test. The 59 subjects in the study represent several states in the Rocky Mountain, southeast and southwest regions of the country. They are representative of the women managers identified in the larger studies in terms of such variables as years of service, education, and the jobs they hold in low to mid-level management. In addition, they have received at least some instruction in newspaper management.[14]

All of the managers in the study were participants in one of three separate management training sessions held at the University of Colorado (in 1980), at Texas Christian University (in 1981) and the University of North Carolina (1982). The sessions were funded by the Gannett Foundation to give promising women the opportunity to learn more about management skills. For most of the women this was the first chance they had ever had to attend any management training.

The women were screened for qualifications, future aspirations and past accomplishments. And in all cases, the applicants needed the support and the recommendations of their newspaper. The recommendations for the women chosen were not only supportive but in most instances filled with predictions of future success by their mainly male supervisors. Given the glowing recommendations, self stated interest

in the field, and their current positions, they would be expected to provide a somewhat realistic look at the women most likely to succeed in the field. The overall study will follow the progress of the women for three years, and what is reported here is the first part of those results.

All answers and analysis are done on responses given "before" the training sessions began, unless otherwise noted. By asking the questions before the sessions, contamination due to the other participantss, the classes or instructors was kept to a minimum and allowed later testing to see what changes might have occurred over time.

An inherent and recognized weakness in the research methodology is the absence of a companion group of men managers as a test group. However, the purposes of the study are not experimental with little manipulation of variables proposed and where conclusions against a wider universe are needed, surveys including both sexes are available for comparison purposes. In addition, the major thrust of the study is to complete an in-depth look at a small group of women who typify the norm. While their composite and individual profiles will not be accurate for every woman manager, it is hoped there will be enough general similarity so that eventually variables in the study can be tested on a larger sample.

The Research Questions

R_1: Will women managers have consciously created a "receptive" home environment for achievement orientation?

Previous studies have established that women managers tend to be single and childless compared to men managers.[15] What has not been documented is whether women are different than men by conscious choice and see it as part of the "dues" for their success and whether they resent having to make the choice. For purposes of this research

"receptive" is operationally defined as an environment that offers flexibility, freedom from regulation, and the least amount of home resistance to job related thinking and activities. The question is also explored from the point of view of "perceptions" and how women managers see marriage and children fitting into their career plans.

R_2: Will women managers be able to state job goals in concrete, behavioral terms within a given time frame?

In order to find out what kind(s) of "achievement oriented" thinking the women have been doing, they were asked general questions about their goals within the next five years. Even if women managers had not been trained for their jobs, it was felt that in order to "do" their jobs they would have had to establish management objectives for their departments and themselves and be able to think in terms of cause and effect over a time span like five years. That is, they not only would articulate global conceptual objectives but know the behavioral steps necessary to reach them. It was expected that their performance and the performance of their departments are judged on the basis of certain stated goals, and they would translate this exercise into a personal plan for themselves. Typical Management By Objective (MBO) theory, employed to some degree in most businesses, requires that the employee answer such questions as "What am I contributing to this organization in measurable terms, and how do I expect to make this contribution or accomplish this objective?"[16] Most MBO programs have three basic phases: 1) goals and objectives set jointly by superiors and subordinates; 2) action plans; 3) performance review to ascertain degree to which objective attained.[17] It was expected that women managers would have spent some time examining these questions, be familiar with overall plans of their departments and papers and know ways in which they can move toward joint (self and

newspaper) goals.

R_3: Will women managers articulate general career goals within two perspectives -- organization and self?

Standard business text definitions[18] usually describe a "manager" as someone who is involved in some or all of the tasks that follow: overall organization planning; department planning; personnel work (hiring, firing, promoting, motivating, directing employees); budget formation; and general decision making as it relates to the manager's specific responsibilities for production. While few of the women under study are top level managers, it was felt that their daily activities in some of the above tasks would predispose them to think in terms of newspaper organization goals. Examples of anticipated answers were "strengthen or expand the editorial coverage of localized economic news," or perhaps in a more mundane vein, "make certain that our grammar, spelling and style errors are reduced by 30 percent in my department over the next five years."

In addition,they were expected to have individual goals related to improved performance and expected promotions. For instance, women would be expected to describe or name specific jobs or titles or awards they would like to achieve within the given time frame.

R_4: Will women managers state specific job title goals for themselves in "modest" terms?

As has been pointed out previously, there are few top women newspaper managers and since one's level of aspiration is often the product of realistic appraisal of the market place, it was assumed that "modest" levels of aspiration would be the rule with "modest" operationally defined as not more than two job titles above the

current title expected to occur in the next five years.

THE RESULTS

Demographics (See Table I for Complete Statistics)

The 59 women in the study are mostly editorial managers (76 percent) with advertising, circulation, general management or business, and promotion departments also represented. They work on dailies (80 percent) with the largest representation coming from papers of 100,000 circulation or greater. Although they have spent an average of 8.5 years in the newspaper business 75 percent of them have held their present jobs two years or less. Consistent with the years of service in the business is the average age of the women, which at 33 is considerably younger than reported in previous studies.[19] (Ogan's research reported average age for women managers at 42 and men at 47.) Although salaries of women ranged as high as $35-39,000, the average salary reported was $20,424. The women in the study are well educated with at least 75 percent holding college degrees and another 10 percent reporting some college training. Although a few of the women (seven) had top management titles, they work for very small publications with limited staffs where several jobs (both management and nonmanagement) are performed by the women. Most of the managers hold low to mid-level titles with less than one-third (30 percent) having received any management training prior to the conferences attended.

R_1: Will women managers have consciously created a "receptive" home environment for achievement orientation?

Two major demographics -- marriage record and parental responsibilities -- were examined to answer the first research question. Over half (56 percent) of the women are single with 25 percent never

having married. In addition, 71 percent are childless compared to 57 percent reported by Ogan in her 1979 survey of women managers.[20] These demographics clearly establish that for most women the affiliatory responsibilities of marriage and children are not a diverting factor.

However, before any conclusions could be made about whether their lack of spouse and children is a choice or chance occurrence the women had to be asked several other questions including:

1. Do you think you have made any "personal sacrifices" because of your career goals?
2. If Yes, what are they?
3. If Yes, do you feel resentful about making them?

Results indicate that although 66 percent of the women feel they have made sacrifices for the job, only 7 percent resent making them although two women noted they "regretted" their choices. Most of the women said they had made the choice freely and felt they had acted correctly given their situations.

Some 77 individual "sacrifices" are listed by the women with the overwhelming number dealing with "affiliatory" needs or responsibilities. The largest number (50 percent) mention failed or never developed relationships. Specifically, time with family and/or friends is mentioned in 34 percent of the items and some 16 percent describe delayed, canceled or failed marriages as casualities.

The next most common item mentioned is lack of time for self development, leisure or hobbies. The women describe lifestyles that they say prevent adequate time to "think about myself," as one woman put it.

And finally, the women recognize sacrifices dealing with children.

Some 30 percent of the items mention decisions to delay or not have children or neglect of present offspring.

Instances of personal sacrifices are told in straightforward declarative sentences with the following typical of the responses:

"I sacrificed a personal relationship to pursue a promotion."

"I was married during college, edited the college newspaper and after graduation, it was marriage or work -- so I stuck to my job."

It is clear that Research Question$_1$ is answered in the affirmative. Some 56 percent of the women are single and 71 percent are childless, thus eliminating two major sources of diversion for the managers. In addition, relationships with friends are often mentioned as limited or nonexistent for the women. In terms of at least the "time" variable, it appears the women have created a "receptive" home environment -- indeed, it might be suggested that they have eliminated "any" demands which might be placed upon them from family or friends by simply eliminating such persons from their world.

The question of "conscious" creation of an environment free from diversion is also answered in the affirmative. The results show that nearly two-thirds of the respondents recognize sacrifices have been made for job success and the sacrifices mentioned are nearly all "affiliatory" related. From the above results, it can be assumed that the women recognize their lack of affiliatory ties and have provided at least the opportunity for the maximum amount of time for achievement oriented "doing, planning and thinking." (See Table II for complete results.)

R_2: Will women managers be able to state job goals in concrete, behavioral terms within a given time frame?

In order to answer this question the women were asked the open

ended question "What are your general career related goals for the next five years?" All 59 women answered this question, with 64 percent giving their response in measurable terms. However, the unique part of the answer is the fact that the overwhelming majority state their objectives in terms of a specific job they want to hold in five years. While this is not what the author had in mind when proposing the question, it must be acknowledged such responses are measurable. That is, one can check in five years to see if a manager has acquired the proposed job title.

On the other hand, the women's goals are definitely not stated in terms of "action plans." In fact, only five women suggest goals in measurable terms that would allow performance review or a systematic check of progress. This does not mean the women do not have organized and measurable plans, but at least on this question there was no presentation of such objectives.

R_3: Will women managers articulate general career goals within two perspectives -- organization and self?

Only five women state their goals in terms of both the organization and themselves and only one woman describes her goals totally in terms of what she hopes her deparment and newspaper will achieve in five years. Some 90 percent of the women state goals in terms of themselves. Typical responses are: "To move into top management on the editorial side," and "to move to a policy making position at my newspaper." No mention of the behavioral steps necessary to achieve such goals are made.

Therefore, the answer to R_3 is "No" and indeed it is clear that career goals are seen in terms of individual achievement desired and not organizational needs. One possible reason considered for this lack of attention to organization goals was that managers might not

participate in overall planning activities at their newspaper. However, 86 percent of the women report participation in the discussions determining departmental planning and 38 percent are included when overall policies, general direction and planning for the entire newspaper are discussed. It is difficult to see how managers could expect to be promoted or hired for a particular job in the next five years without setting some organizational goals that could be achieved and provide recognition and proof of managerial worth and ability.

R_4: Will women managers state specific job title goals for themselves in "modest" terms?

This Research Question is answered in the affirmative with 63 percent expecting it will take them five years to reach a job title no higher than two steps above their present position. Even those who mention a job title more than two steps above their present job do not reach too high with no one expecting to be more than four steps above their current position.

(Although longitudinal measurement of goals is just beginning for this study, the job titles after one year for the first group of women indicated at least two women had reached their intended five year goal within one year. For these two women this unexpected promotion served to make their next prediction considerably less conservative. One predicted she would own her own paper in five years and the other reached three titles up for her five-year prediction.)

CONCLUSIONS AND IMPLICATIONS

There are several conclusions which can be drawn from even this preliminary look at the aspirations and backgrounds of this panel of women managers.

1) They are aware of and willing to give almost total commitment to the job. They recognize certain "dues" they have paid for their current positions such as time for family, friends and individual recreation or development. They do not resent the price they have paid feeling the choices were theirs to make. Earlier predictions that women would insist on and find ways to "have it all" including family, friends and career are just not true for these women. Job demands are foremost. If top management is looking for women who will give maximum hours to the job, this is a good group to consider. In addition, they are not too expensive, with all this dedication only costing their employers $20,000 in annual salary.

2) While it appears women are setting goals -- they are doing so in a vacuum. Two top women newspaper managers four years ago observed that women could articulate specific jobs or prizes they intended to earn, but they were not developing or thinking about the steps required to achieve their goals.[21] That still seems true.

Carol Sutton, then assistant to the editor and publisher of the Louisville Courier-Journal, suggested that women often don't think of themselves as managers and consequently don't consciously develop managerial skills. It was suggested that aspiring managers needed to prepare to fill the next desired job while working hard at the present position. And Janet Chusmir, then assistant managing editor for features at the Miami Herald and subsequently the first woman to become a publisher of a Knight-Rider newspaper, said younger newspaper women were setting goals for their careers, unlike women of earlier generations. "I am working with reporters who tell me that they are going to win a Pulitzer by the time they are 30 and they're going to be managing editor of a paper by the time they're 35."

It doesn't appear women managers have moved far from those observations in four years. They are still thinking in terms of a job they want, but they are not exhibiting the type of "team" goal setting behavior necessary to be recognized for the desired post. They see their goals in terms of "individual desires or wants," and do not suggest how they might "earn" the needed recognition by meeting overall organizational goals. Their goals and the goals of the newspaper do not seem connected in any meaningful way.

Previous research has suggested[22] that women are at a disadvantage because they have not participated in team sports as children and don't understand organizational management practices and goal setting because of this lack. Although this study has no data which directly tests this theory, it may be worth considering since the women so strikingly omitted organizational goal setting from their five-year plans. Whatever the reasons, the results indicate the relationships between personal and company goals are not articulated well.

Perhaps one of the most puzzling findings, however, is the one indicating the lack of time for outside affiliations and enriching experiences. Since 76 percent of the women work in editorial departments it is reasonable to assume they participate in news judgment decisions about the type and frequency of content that appears in the paper. It is difficult to imagine how such decisions could be made when the managers' contacts with public and private "others" are nearly nonexistent. Responses indicate that even time to read books, attend cultural events or just "think" is severely limited. It is difficult to imagine how such women would be able to make thoughtful, wise decisions about what the public needs or would

like to know when outside contacts and interactions are infrequent. Such an insulated unidimensional look at the world would lead to unrealistic or inaccurate news judgment decisions, it would seem.

Specific Implications for Research

Several future directions are indicated by this research. Longitudinal analysis should include more sophisticated "groupings" of the women managers based on responses to several key questions. For instance, meaningful divisions of the managers based on detailed open-ended responses to questions concerning "ambitions" and other job related practices should be examined. Over time, there should develop some "typologies" which respond significantly to predictive tracking. That is, by setting operational definitions of "success" we should be able to determine more than the demographics of managers who achieve increasing responsibilities and recognition. Attitudes, values and beliefs of these women will be scrutinized to determine which ones are consistent across geographical, time and background variables and, thus, testable on a more generalizable and larger sample of managers.

What has been learned thus far also can be compared against past larger surveys of both men and women. It is suspected that many of the findings are not sex related but rather important and valuable in providing a general description of a "managerial" profile currently identifiable in the newspaper industry.

*TABLE I: Characteristics of Women Newspaper Managers in Percents (N=59)

AGE	Percent
20-25	36%
30-39	44
40-49	15
50-59	5
60 plus	0

MARITAL STATUS	PERCENT
Never Married	25%
Divorced/Separated	31
Widow	0
Married	44

CHILDREN	PERCENT
Yes	29%
No	71

SALARY RANGE	PERCENT
$10-$14,999	12%
$15-$19,999	29
$20-$24,999	36
$25-$29,999	14
$30-$34,999	7
$35-$39,999	2

EDUCATIONAL ATTAINMENT LEVEL	PERCENT
High School Graduate	5%
Some College	10
BA or BS	75
MA or MS	10

TYPE OF PAPER	PERCENT
Daily	80%
Weekly	20

CIRCULATION CATEGORY	PERCENT
0-4,999	10%
5-9,999	14
10-24,999	8
25-49,999	17
50-99,999	15
100,000 plus	36

MANAGERS' DEPARTMENTS	PERCENT
Advertising	5%
Circulation	3
Editorial	76
General Management/ Business	12
Personnel/Promotion	3

YEARS ON PRESENT JOB	PERCENT
0-2	75%
3-5	20
6-10	3
11-20	2

PREVIOUS MANAGEMENT TRAINING	PERCENT
Yes	30%
No	69

YEARS IN NEWSPAPERS	PERCENT
0-2	12%
3-5	22
6-10	39
11-20	22
20 plus	5

*Some totals do not sum to 100 percent due to rounding, refusals, or reporting only the most common answers .

*

TABLE II: CAREER GOALS AND PERSONAL SACRIFICES NOTED BY RESPONDENTS (N=59)

1. Do you think you have made any "personal sacrifices"because of your career goals?

Yes	39	(66%)
No	14	(24)
D.K.	4	(7)
0	2	(3)

2. If Yes, what are they? (77 total responses given)

Affiliatory Sacrifices (82%)

Kids (not having them or delaying)	30%
Marriage	16
Relationships	12
Family/Friends	22
Roots etc.	2
Leisure, Hobbies and time for self	18%

3. If Yes, do you feel resentful about making them?

Yes	7%
No	39
D.K.	5
Some-times	15
0	34

*Some totals do not sum to 100 percent due to rounding, refusals, or reporting only the most common answers.

FOOTNOTES

[1]See for instance: Christine L. Ogan, Charlene J. Brown, and David H. Weaver, "Characteristics of Managers of Selected U.S. Daily Newspapers," Journalism Quarterly 56, 4, Winter, 1979, pp. 803-809; Christine L. Ogan, "On Their Way to the Top? Men and Women Middle Level Newspaper Managers," Newspaper Research Journal 1, 2, Winter, 1980, p. 55; Ardyth B. Sohn, "Women in Newspaper Management: An Updated Report," Newspaper Research Journal, October, 1981, pp. 36-49.

[2]See Ogan, Brown and Weaver.

[3]Dale S. Beach, Managing People at Work: Readings in Personnel, 3rd ed., (New York, N.Y.: MacMillan Publishing Co., Inc., 1980) p. 459.

[4]Beach, p. 459.

[5]See for instance, Rosabeth Moss Canter, Men and Women of the Corporation (N.Y.: Basic Books, 1977); Joan Goodin, executive director of the National Commission on Working Women, as quoted in "When Homemaking Becomes Job No. 2," New York Times, July 14, 1979, p. 8.

[6]Beach, p. 459.

[7]Louise Bernikow, "The Paper Tiger," Savvy, March 1983, pp. 38-43 and 84-85.

[8]See Ogan and Sohn

[9]"Experts Advice -- How to Use Your Time Wisely," U.S. News and World Report, 1978, Interview with Alan Lakein, p. 45.

[10]Judith Long Laws, "Problems of Access and Problems of Success in Women's Career Advancement," Paper given to NIE conference on attitudinal and behavioral measurement in social processes/women's research, Washington, D.C., December 1-2, 1980.

[11]Beach, p. 499.

[12]See Ogan.

[13]See Ogan, Sohn.

[14]Christine L. Ogan and David H. Weaver, "Women in Newspaper Management: A Contradiction in Terms?" Newspaper Research Journal, April, 1979, p. 53.

Footnotes (con't.)

[15]See Ogan, Sohn.

[16]Craig Schneier and Richard Beatty, "Combining BARS and MBO: Using an Appraisal System to Diagnose Performance Problems," The Personnel Administrator, Septermber, 1979, pp. 51-60.

[17]Craig Schneier and Richard Beatty, "Developing Behaviorally Anchored Rating Scales (BARS)," The Personnel Administrator, August, 1979, p. 59.

[18]See Beach and such texts as Lars Engwall, Newspapers as Organizations, Renouf, 1979; Herbert Williams, Newspaper Organization and Management, Iowa State University Press, 1978.

[19]Ogan, Brown and Weaver.

[20]Ibid., p. 805.

[21]Ogan, Weaver, "Women. . ."

[22]For a discussion of the claim made that women are not "team players" as children -- not having the opportunity to play little league ball etc., and thus poorly prepared to handle managerial chores see such publications as: Margaret Hennig and Anne Jardim, The Managerial Woman, Garden City, New York: Anchor Press/Doubleday, 1977; Christine Ogan, "On Their Way to the Top? Men and Women Middle Level Newspaper Managers," Newspaper Research Journal, Vol. 1, no. 3, May, 1980, pp. 51-60.